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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director, Foreign Broadcast  
Information Service

EXTENSION

31775

NO.

FBIS-0071/87

DATE

3 April 1987

TO: (Officer designation, room number, and  
building)

DATE

OFFICER'S  
INITIALSCOMMENTS (Number each comment to show from whom  
to whom. Draw a line across column after each comment.)1. Deputy Director of  
Research and Development  
612 Ames Building

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FBIS-0071/87  
3 April 1987

MEMORANDUM FOR: Deputy Director of Research and Development

FROM:

  
Director, Foreign Broadcast Information Service

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SUBJECT: Your Memo re Secretarial Career System

*kan*

1. Attached are some comments that Paul forwarded to me as a result of reading your memo. I endorse his observations. Additionally, while a minor point by comparison, I am troubled by the insistence by some that personal skills required to achieve a particular IS level by definition are the same as those required of every position at that level. They are not! For example, I endorse the requirement that every Level IV secretary have shorthand. I do not endorse the concept that says every Level IV position must require shorthand. The job enrichment drill would certainly look foolish if one of its goals was to force the use of shorthand in order to make the position a Level IV.

2. What troubles me even more than your observations about the new secretarial program, is the fact that many hold it up as an example of the positive things that will happen when we convert the whole Agency to some new system. I certainly hope, as you point out, that we carefully measure and modify this program before we use it as a model for any part of the Agency over all program.

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Attachment

Bob:

I heartily endorse most of Jaan's observations. I think the whole exercise was an exercise in trendiness and does nothing that could not have been done using the GS scale and de-coupling the grade of the supervisor. Furthermore, in the face of a determination some time ago that we would stop distinguishing between "clericals" and "professionals" I find it extremely distasteful and condescending, to say the least, to put secretaries in a separate box and apply to them an administrative apparatus that we have never found it necessary to apply to anyone else. If I had my way I would scrap the whole thing and start again.

The performance award system is just as Jaan says it is. What one gets is taken from another. I suggest a bonus pool from which everyone can get something. I don't think the dollar amount for such a system can be so huge as to make this unfeasible. And I certainly do not think the Directorate needs to become involved in decisions affecting anyone but the IS-4's.

In short, I suggest we stop thinking of secretaries as a special case and return them to the GS ranks of professionals in their jobs.

PGC

4/1/87

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